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Confidential Results for:

Participant Sample

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Interpreting Your Report

Use this as a reference as you examine this report

The Graphic Summary: Conflict 1

The purpose of the graphic summary is to identify your approach to the conflict. There are 10 dichotomies that reflect your behavior. Look for scores above 10 as indications of your approach to the conflict.

Bars extending to the left generally correspond with conflicts that result in positive consequences. Yet the interpretation is more complex than this. To gain a more complete understanding of the pros and cons of your scores, you will want to read about each dichotomy in the Interpretive Guide or Participant's Guide.

Graphic Summary: Conflict 2

If you described a second conflict, your report includes this summary as well, which can be interpreted in the same way as the summary for conflict 1.

Graphic Summary: Conflicts 1 and 2

If you described a second conflict, this graph plots the scores from the previous two graphs. This graph can be interpreted in the same way as the previous two graphs. Look for consistency and inconsistency in how you responded to the two conflicts.

Analysis of Consequences

This page shows the consequences of the conflict or conflicts you described. Five of the consequences are considered constructive, six are considered destructive, and two are neutral. Two or three solid circles indicate outcomes that you are confident did happen. Examine whether these outcomes were constructive or destructive. An open circle indicates outcomes that you believe did not occur. Study these to see if there were some constructive outcomes that never happened.

Analysis of Behaviors

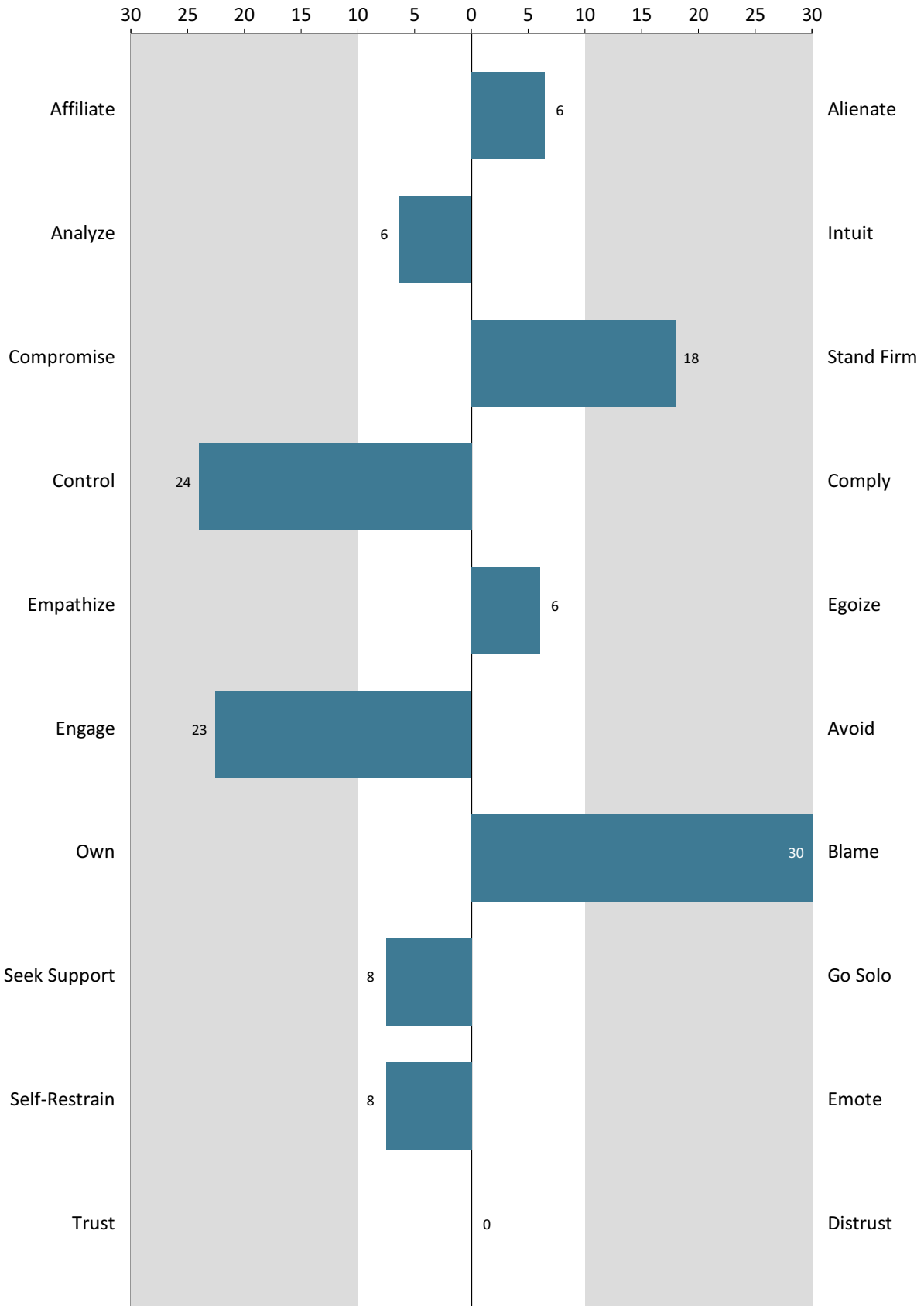
This page reports your responses to the items on the survey. If you described two conflicts, look for consistency and inconsistency across the two conflicts.

Conflict 1

The first conflict you described was with	A family member
This conflict involved...	<ul style="list-style-type: none"> • Handling a mistake that had been made • An individual's personal problems • Personality conflicts(i.e., people not getting along because of their differences)
Some of the actions you took were...	<ul style="list-style-type: none"> • You insisted that people go along with your point of view because you were right • You truly believed the problem was not your fault • You told the person what you really felt • You were committed to making sure your needs were met • You were furious
The results of this conflict were...	<ul style="list-style-type: none"> • I got my way • More conflict (-) • Greater confidence that we (the people involved) can resolve conflict in the future (+)
Your title for the conflict:	Conflict #1 with a family member.

On the next page you will see your scores for this conflict.

Conflict 1 The first conflict you described was with
 A family member
 This conflict was about...
 Handling a mistake that had been made



Conflict 2

The second conflict you described was with

A peer or colleague

This conflict involved...

- Handling a mistake that had been made
- An old conflict coming up again
- Competition for resources(e.g., money, people, opportunity)

Some of the actions you took were...

- You took the conflict personally
- You tried to be tactful
- You felt threatened
- You shared your concerns with a trusted colleague
- You openly expressed your opinion to the other person

The results of this conflict were...

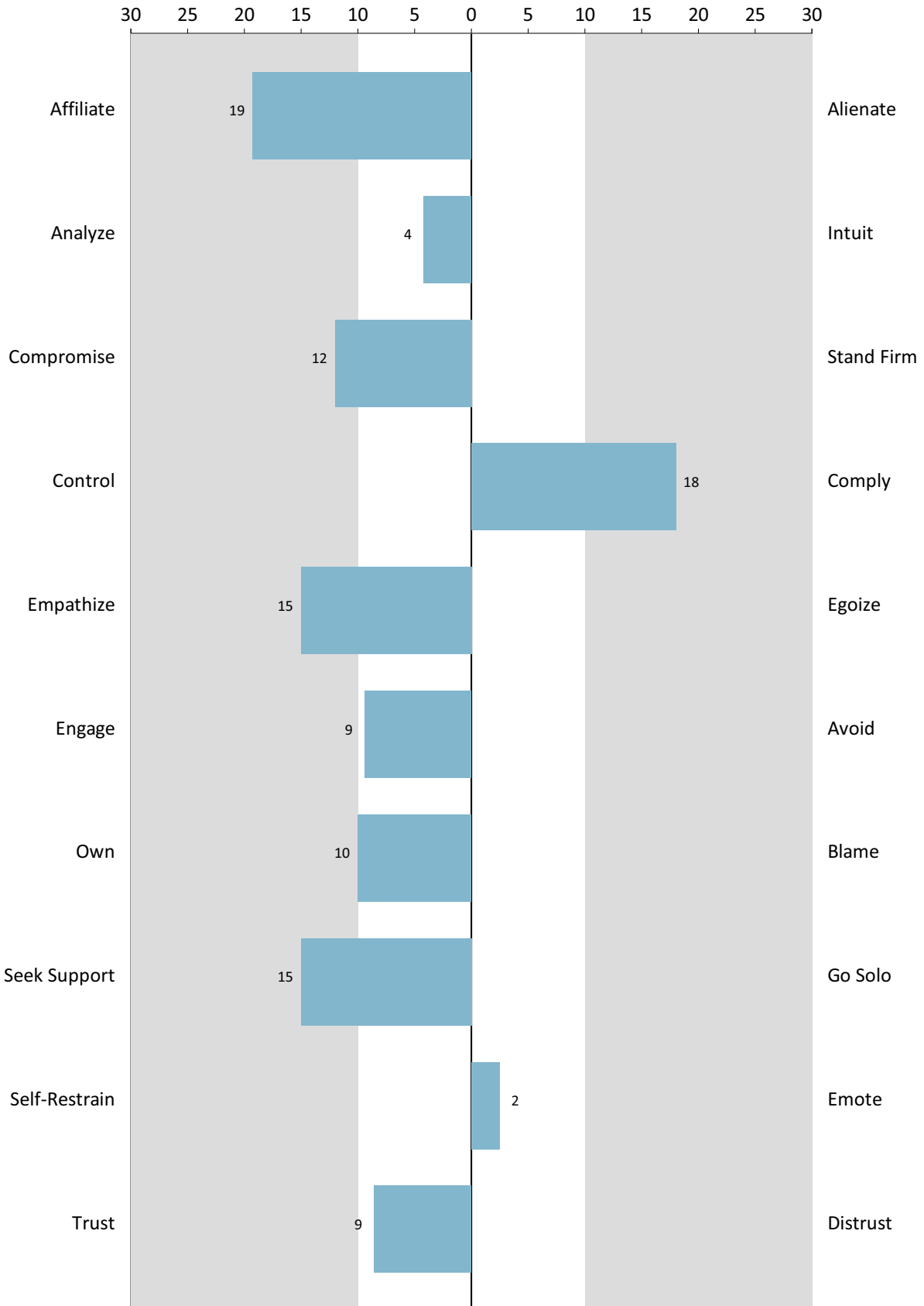
- Greater confidence that we (the people involved) can resolve conflict in the future (+)
- Shared responsibility for the conflict or problem (+)
- New policies or rules

Your title for the conflict:

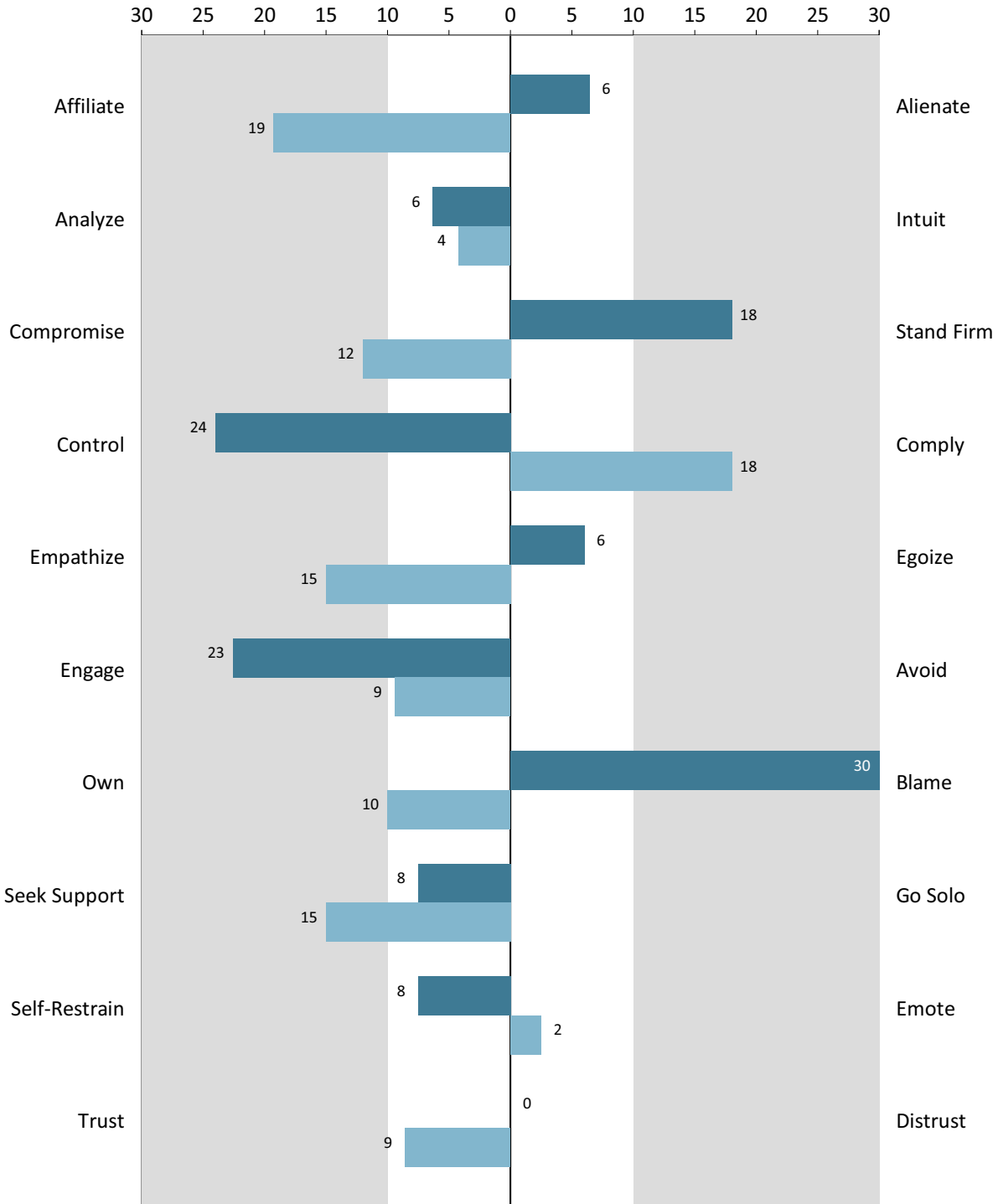
Conflict #2 with a peer.

On the next page you will see your scores for this conflict.

Conflict 2 The second conflict you described was with
 A peer or colleague
 This conflict was about...
 Handling a mistake that had been made



- Conflict 1** The first conflict you described was with
 A family member
 This conflict was about...
 Handling a mistake that had been made
- Conflict 2** The second conflict you described was with
 A peer or colleague
 This conflict was about...
 Handling a mistake that had been made



Analysis of Consequences

○ No, not at all
 ● Yes, somewhat
 ●● Yes
 ●●● Yes, to a great extent

Constructive

Greater confidence that we (the people involved) can resolve conflict in the future (+)
 Shared responsibility for the conflict or problem (+)
 A better solution than we originally had (+)
 Closer relationships (+)
 An improvement for the benefit of the organization (+)

Conflict 1 Conflict 2

● ●●●
 ○ ●●●
 ○ ●
 ● ●
 ○ ●●

Destructive

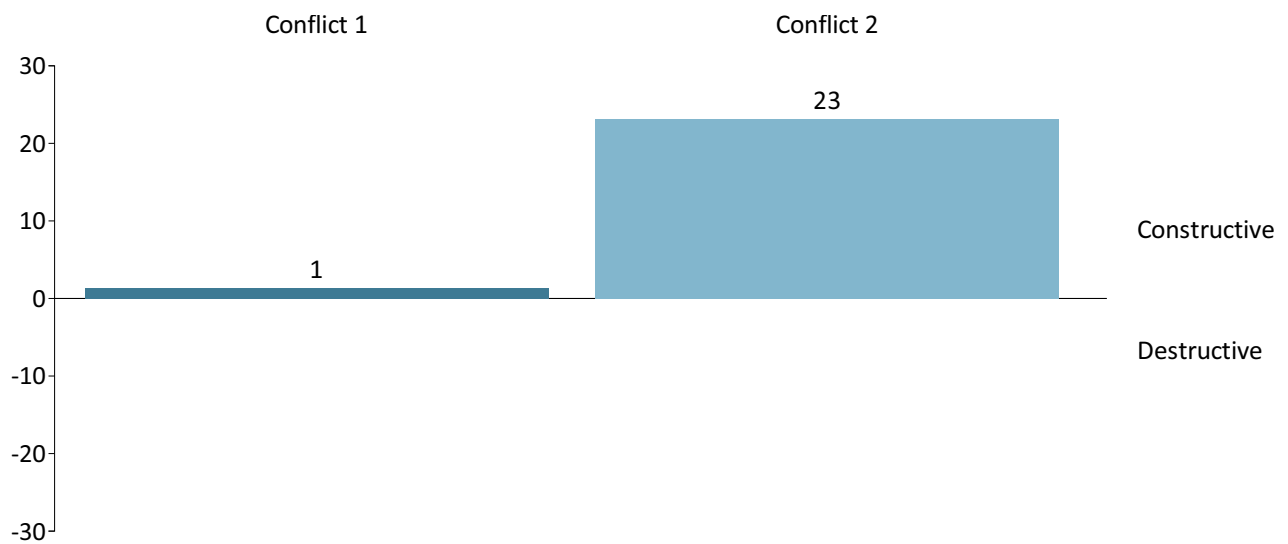
Damaged relationships (-)
 Wounded egos (-)
 More conflict (-)
 Waste of money (-)
 We gave up (-)
 Waste of time (-)

○ ○
 ○ ○
 ●● ○
 ○ ○
 ○ ○
 ● ○

Other Outcomes

New policies or rules
 I got my way

○ ●●
 ●●● ●



Analysis of Behaviors

- No, not at all
 ● Yes, somewhat
 ●● Yes
 ●●● Yes, to a great extent

Affiliate/Alienate

	Conflict 1	Conflict 2
5 I tried to be tactful	●	●●●
6 We worked together to solve the problem	●	●●
17 I tried to ensure that the other person did not take the conflict personally	○	●●
28 I tried to show respect for the other person	●	●●
40 In talking about the problem with the other person, I tried to focus on the positive	○	●
50 I wanted to keep a positive relationship with the other person	●●●	●●●
38 I yelled or shouted (-)	●●	○

Analyze/Intuit

10 I asked other people for their advice about how to handle the problem	●●	●
7 I honestly considered how I contributed to the problem	○	●
4 I examined alternative solutions to the conflict	●	●
13 I developed a plan of action for handling the conflict	●●	●●
25 I reflected on several possible causes of the problem	●●	●
36 I tried to get all of the facts before acting	●●	●●
39 I developed arguments for my point of view	●●	●

Compromise/Stand Firm

8 I was open to compromise	●	●●
11 I looked for areas in which we agreed	○	●●
20 I tried to come up with a solution we all could accept	○	●
31 I proposed a compromise	●	●
14 I insisted that people go along with my point of view because I was sure I was right (-)	●●●	○

Control/Comply

2 I knew I would eventually get my way	●●	○
14 I insisted that people go along with my point of view because I was sure I was right	●●●	○
37 I was in control of the situation	●●	●
47 I was committed to making sure my needs were met	●●●	○
26 I went along with what the other person wanted to do (-)	○	●

Empathize/Egoize

11 I looked for areas in which we agreed	○	●●
23 I seriously considered the opposing arguments I heard	●●	●●
34 I tried to take the other person's perspective	●	●●●
45 I asked the other person to explain their point of view	●●	●●
52 The other person's behavior was completely irrational (-)	●●●	●

Analysis of Behaviors

- No, not at all
 ● Yes, somewhat
 ●● Yes
 ●●● Yes, to a great extent

Engage/Avoid

	Conflict 1	Conflict 2
6 We worked together to solve the problem	●	●●
32 I openly expressed my opinion to the other person	●●	●●●
43 I told the person what I really felt	●●●	●●●
45 I asked the other person to explain their point of view	●●	●●
18 I tried to stay out of the conflict (-)	○	●
21 I kept my feelings to myself (-)	○	●
29 I allowed another person to handle the problem (-)	○	●
41 I got anxious and withdrew (-)	○	●●

Own/Blame

7 I honestly considered how I contributed to the problem	○	●
19 I felt a responsibility for resolving the conflict	○	●
42 I openly acknowledged my role in creating the problem	○	●●
51 I apologized for what I had done wrong	○	●●
30 I truly believed the problem was not my fault (-)	●●●	●
49 I pointed out the flaws in the other person's thinking (-)	●●●	○

Seek Support/Go Solo

10 I asked other people for their advice about how to handle the problem	●●	●
22 I shared my concerns with a trusted friend or colleague (a third party)	●	●●●
33 I turned to a friend or family member to get their insight	●●	●●●
44 I solicited input from several people about how to handle the problem	●	●

Self-Restrain/Emote

5 I tried to be tactful	●	●●●
3 I took the conflict personally (-)	○	●●●
15 I felt threatened (-)	○	●●●
38 I yelled or shouted (-)	●●	○
41 I got anxious and withdrew (-)	○	●●
48 I was furious (-)	●●●	●

Trust/Distrust

12 I trusted the other person	●	●
24 I respected the opinions of the other person	●	●
35 I admired the other person	●	●●●
46 I believed the other person would never intentionally hurt me	●	●●●
15 I felt threatened (-)	○	●●●
52 The other person's behavior was completely irrational (-)	●●●	●
53 I believed the other person wanted to take something away from me (-)	●	○

Conflict Lens™ research has identified five drivers of constructive outcomes: Building Trust (vs. Distrust), Engaging (vs. Avoiding), Affiliating (vs. Alienating), Empathizing (vs. Egoizing), and Self Restraining (vs. Emoting)

Based on your highest scores in these areas, here are some things you did right:

Conflict 1	Conflict 2
<ul style="list-style-type: none"> You told the other person what you really felt You seriously considered the opposing arguments you heard You openly expressed your opinion to the other person You asked the other person to explain their point of view 	<ul style="list-style-type: none"> You openly expressed your opinion to the other person You tried to take the other person's perspective You told the other person what you really felt You worked together to solve the problem You looked for areas in which you agreed

Based on your lowest scores in these areas, here are some suggestions for handling similar conflicts in the future:

Conflict 1	Conflict 2
<ul style="list-style-type: none"> Try to stay calm and not get angry; cool down before addressing the conflict Look at how the other person's behavior may seem rational to them. Resist yelling or shouting Look for areas in which you agree (such as your values or long range objectives) Try to ensure that the other person does not take the conflict personally; separate the issue from the relationship 	<ul style="list-style-type: none"> Try not to take the conflict personally; give yourself time to cool down before addressing the conflict Try not to feel threatened; get to know the intentions of the other person Try to stay calm; avoid withdrawing

For more guidance, see [Tips and Tactics](#), the [Interpretive Guide](#) or [Participant's Guide](#)